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COMMUNITY SELF-HELP PROGRAMS HANDBOOK.
CALIFORNIA STATE DEPT. OF EMPLOYMENT, SACRAMENTO

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THE FARM LABOR SERVICE OF CALIFORNIA HAS RECOGNIZED THAT THE RAPID PACE OF TECHNOLOGICAL CHANGES IN AGRICULTURE COMPELS FARM WORKERS TO LEARN NEW SKILLS IF THEY ARE TO MAINTAIN A HIGH LEVEL OF EMPLOYMENT. IN VIEW OF THIS, THE FARM LABOR SERVICE HAS PROCEEDED WITH THE IDENTIFICATION OF LOCAL TRAINING NEEDED TO ENABLE WORKERS TO MEET THE SKILLED DEMANDS OF OUR CHANGING ECONOMY AND TO INITIATE TRAINING PROGRAMS DESIGNED TO FULFILL THESE REQUIREMENTS. TWO BASIC PROGRAMS ARE BEING UTILIZED--(1) THE GOVERNMENT FUNDED MANPOWER DEVELOPMENT AND TRAINING PROGRAM, AND (2) A SELF-HELP, "GRASS ROOTS" TYPE OF PROGRAM UTILIZING LOCAL COMMUNITY AND PRIVATE RESOURCES TO THE MAXIMUM. MANY SELF-HELP PROGRAMS, INITIATED BY THE FARM LABOR SERVICE AND SUPPORTED BY COMMUNITY AND GROWER GROUPS HAVE BEEN SUCCESSFULLY CONDUCTED THROUGHOUT THE STATE. THIS HANDBOOK HAS BEEN PUBLISHED TO SERVE AS A GUIDE FOR ALL OFFICES TO USE IN RECOGNIZING THE POTENTIAL FOR AND IMPLEMENTING SIMILAR SELF-HELP PROGRAMS. (ES)

COMMUNITY SELF-HELP PROGRAMS HANDBOOK

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U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

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State of California
Department of Employment
Division of Farm Labor Service

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COMMUNITY SELF-HELP PROGRAMS

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INTRODUCTION

The Farm Labor Service of the California Department of Employment has recognized that the rapid pace of technological changes in agriculture demands that farm workers learn new skills if they are to maintain a high level of employment in agriculture. In view of this, the Farm Labor Service has proceeded with the identification of training needed locally to enable workers to meet the skilled demands in our changing economy and to initiate locally training programs designed to fulfill these requirements.

In doing so, the Service has resorted to two basic programs:

1. The Government funded Manpower Development and Training Program; and
2. A self-help "grass roots" type of program which utilizes local community and private sector resources to the maximum.

With respect to the first, to date there have been twenty-eight agriculturally related MDTA projects in California, with a total enrollment of over 1,400 workers.

It is the latter with which we are principally concerned in this handbook. Many self-help programs initiated by the Farm Labor Service and supported by community and grower groups have been successfully conducted throughout the State. The programs outlined in this handbook do not constitute all the self-help projects undertaken in various locations or initiated by each farm labor office. The ones included have been listed as examples of the different variations of ideas, resources, methods, problems, or procedures which can be utilized in formulating other programs.

This handbook, therefore, has been published to serve as a guide for all offices to use in recognizing the potential for and implementing similar self-help programs.

GENERAL INFORMATION

AGRICULTURAL TRAINING ADVISORY AND COORDINATING COMMITTEES

When possible, the Farm Labor Office should form an advisory committee to encourage more community involvement in self-help programs and assist in recognizing not only the needs of farm workers and farm employers, but of the agricultural community as a whole. It is important that there be a reciprocation of ideas between the urban and rural groups in reviewing the needs of the farm community in the fields of recruitment, worker training, employer-employee relations and community project participation.

Such committees should be composed of community leaders with a vital interest in the welfare of farm workers and farm employers. These committees could function similarly to the present MDTA Advisory Committees. With representation by agriculture, business, banking and finance, education, various grower commodity groups, the Farm Labor Service, growers and grower organizations, processors, the Ag Commissioner, and Ag Extension Service in addition to other state and federal agencies and representation by the farm workers themselves.

AGRICULTURAL EXTENSION ORIENTATION COURSES

In most areas throughout California the Agricultural Extension Service is continuously conducting periodic meetings with growers. In some instances these fulfill the criterion as a form or type of "self-help" program.

Although the Farm Labor Service does not take an active part in the structuring or coordinating of Extension Service meetings, local office staff should be aware of their function as part of our informational services to growers.

These training or orientation meetings are usually of specific interest to local area needs or conditions and cover various subjects. New methods of farm management, changing cultural practices in relation to mechanization, trends affecting the use of labor, crop mechanization, and labor costs are all topics which have a direct correlation to worker utilization and the type of worker training or self-help projects to consider for your community.

Close liaison with the County Agricultural Extension Service is encouraged to forge a reciprocation of ideas toward mutual understanding and cooperation in implementing ag. oriented community self-help programs.

Example of an AG. Extension Service orientation course:

Dairyman Orientation Program

For the past seven years the University of California Extension Service has been conducting classes for dairy owners herdsmen and milkers in Kern County. The impetus for the program came from county dairymen who requested of the Extension Service some program to give them a means of keeping abreast of developments in the industry.

Frank Murrill, a Kern County Farm Advisor specializing in dairy operations, was instrumental in instituting the program and continues to direct it. In coordinating and giving direction to the program, Mr. Murrill also works with an advisory committee composed of five leaders of the dairy industry and receives full support of the Dairy Herd Improvement Association and Kern Delta Improvement Association.

Mr. Murrill serves as instructor for most classes. However, experts are brought in from the University as subject matter requires. He also makes liberal use of local equipment and supply dealers, veterinarians, health department and others whose services and supplies are donated.

The training classes are held annually and consist of seven sessions held over a period of seven weeks. The sessions vary in length from two hours to a full day and include both classroom and field instructions. Some of the subjects covered are: detection and treatment of diseases; proper use of equipment; new equipment and supplies available; and care of animals. In addition to the annual training other training sessions are given periodically throughout the year at some of the larger dairies. Attendance over the years has averaged 90 to 110 students per session and is evenly divided between employers and employees. In some instances the employees' attendance is subsidized by the employer.

This program has been well received by the industry and plans are to continue with future training. The degree of industry participation can be seen in the enrollment figure as compared to a total of only 45 dairies in the county. The general student feeling is that the training will result in their direct benefit and many of them have taken the course several times.

SELF-HELP TRAINING PROJECTS - FUTURE PLANNING

The Farm Labor Service must recognize the need for planning in the area of future self-help training projects. Grower orientated questionnaires should be developed by Farm Labor Offices according to the specific requirements of the community to be used in employer field visiting to determine vital areas of training and assist in evaluating the type of training needed.

The needs of the farm worker are also essential to the success of any training program and placement interviewers should be constantly alert in recognizing the needs of workers and of their opinions on self-help training programs.

There are many areas in which immediate training is essential due to mechanization such as in the operation of tomato and tree fruit harvesters, tomato sorting and pneumatic pruning equipment. Comments from growers indicate that there is a probable need for training in the safe and proper handling and application of sprays and insecticides.

In addition to using available department films and salesmate materials for training we must seek materials which can be supplied from outside sources.

Contacts with the "private sector" or industrial sources such as, equipment dealers and fertilizer suppliers should be explored to solicit their assistance and place this type of program on a community wide "self-help" basis.

USE OF SALESMATE FILM STRIPS AND FILMS

Extended use of salesmate film strips and films to orientate workers to increase their output and earnings should be used whenever possible. Job orientation has proven to be effective in reducing worker turnover and increasing earnings by giving the employee a better understanding of the job and what is expected of him. Increased earnings will usually result in greater worker satisfaction which could help retain much of the present labor force within the realm of agricultural employment. This principle can be applied to the seasoned farm worker or to the temporary youth employee who as a novice is particularly in need of basic job orientation.

Films and salesmate film strips can contribute greatly to the success of pre-season and in-season recruitment of workers by familiarizing them to various job opportunities which are or will be available in local crop and harvest activities.

Other agencies such as the Ag. Ext. Service, Farm Bureau, grower organizations, service clubs, welfare department, etc., should be informed of the availability of these worker training and orientation films. Their use at church groups, neighborhood centers, schools, labor camps and county housing facilities should be stressed. Past experience has revealed that one showing will generate requests for two or three more. The degree of our department's aggressiveness is a primary factor in determining the general public's ultimate exposure to this type of worker training and orientation program.

SPECIAL WORKER ORIENTATION AIDS

Several handbooks and pamphlets have been developed as worker orientation aids by offices, in cooperation with local growers, providing information on the regions; crop; employers; climate; crop activities; and community services. Often, these are made up especially for youth or organized crews and include pay rates and how piece rates are paid.

Company Handbooks have been developed by the Blythe Farm Labor Office listing company background; what it does; all company policies; names of foremen, with location of company; etc. These are very similar to handbooks issued to our new departmental employees, but are tailored to fit individual farmers employing a large number of workers.

Handbooks may range from an extensive lithograph publication to a simple mimeographed booklet printed in Spanish and English.

Similar handbooks, or pamphlets, can possibly be utilized by individual offices in describing training programs and providing job orientation to workers.

FOREMAN TRAINING - SUMMARY

Type of program: A supervisory training program designed to teach the principles of good supervision to all first-line supervisors with emphasis placed on the:

Human relations aspect of supervision.

Basic psychology of supervision.

Elements of supervision.

Basic fundamentals of supervision.

Objectives:

To provide a pool of trained first-line supervisors in order to encourage and stabilize the farm labor market.

To aid farm supervisors, through proper supervision, improve worker efficiency and reduce worker turnover.

To fill a void caused by the demise of FL 78 and provide qualified supervisors to work with domestic crews.

To decrease turnover and to build a better worker-supervisor relationship.

Sponsors: Most courses were initiated as a result of FLO, grower and local school efforts.

Who was trained: Farm foremen, growers, managers, fieldmen, crew leaders, contractors or anyone else interested in this training.

Instructors: Vo-Ag teachers, Farm Labor personnel, Junior College instructors, grower representatives.

Source of funds and resources: This varied according to sponsor participation.

Most schools or colleges provided instructors and training facilities.

Some individual growers and employer groups paid costs related to course.

Farm Labor Office provided staff time for organization and coordination of program.

Occasionally the FLO provided the instructor and classroom facilities.

Procedure followed to set up program: The methods used by each office varied but usually followed this format:

Farm Labor Office took initial step in implementing program by contacting individual growers and grower organizations to determine interest or need for course.

Farm Labor Office coordinated meetings with schools and growers to formulate program or was instrumental in any planning phase.

Most areas utilized the course outline developed by the University of California at Davis.

Farm Labor Office was responsible for most publicity releases or promotional contacts.

Classes: Some were held once a week, others twice a week. Continuous attendance was considered vital for full comprehension of training material. Classes were limited to 20 enrollees to allow each member maximum participation in the training.

Results: Were considered excellent without exception by all offices reporting on this type of training program in their area.

PRUNING COURSES - SUMMARY

Type of programs: Short term pruning classes of one to five days in length designed to orientate and train workers in the basic fundamentals of vineyard and orchard pruning.

Objectives:

- To train inexperienced workers seeking this type of employment.
- To reduce labor turnover and increase worker efficiency.
- To provide growers a local source of qualified pruners.
- To meet pending or current labor shortages.
- To provide workers with the basic fundamental knowledge of pruning and enable them to continue with on-the-job training.

Sponsors: Farm Labor Office, Agricultural Extension Service, Welfare Department, participating growers and contractors.

Who was trained: Adult men and women, unemployed or underemployed heads of families and welfare recipients.

Instructors: Ag Extension Service specialists, Farm Labor Office personnel, ranch foremen and employers.

Source of funds or equipment: Each project varied; with trainees required to furnish their own equipment and transportation or growers providing equipment and paying a wage during the training period. In the welfare sponsored class recipients received benefits during the course and equipment was furnished by growers at no cost to trainees.

Procedure followed to set up program:

Usually each project was initiated by the Farm Labor Office contacting the various participants and stressing the need for this type of orientation and training program.

Farm Labor Office made arrangements for instructors, training sites and publicity.

Farm Labor Office coordinated all activities of recruitment, referral, placement and follow-up of trainees.

Classes: Size of classes should be restricted to insure adequate supervision. Training aids with salesmate or chalk talks can be used prior to actual field instruction.

Results: Ranged from excellent to very poor depending upon the type of sponsorship or procedure followed and degree of worker motivation. Past experience indicates joint efforts with other agencies should be undertaken with caution to avoid any situation where worker reluctance or lack of motivation could impair the courses' success.

LANGUAGE CLASSES - SUMMARY

Type of programs: Basic language classes in both Spanish and English for growers and non-English speaking workers.

Objectives:

To overcome the language - communication barriers between growers and Spanish speaking workers.

To assist workers in relating to work situations.

To instruct workers in the fundamentals of social behavior and job seeking endeavors.

To assist growers in hiring and retention problems.

To reduce worker turnover and increase worker productivity and earnings.

To contribute towards closer employer-employee relationships.

To increase worker motivation and degree of employable skills.

Sponsors: Initiated by the Farm Labor Service and grower organizations in cooperation with Adult Education.

Who was trained: Non-English speaking workers were taught basic English and growers received instruction in conversational Spanish.

Instructors: Spanish speaking Farm Labor Office personnel or Adult Education instructors.

Source of funds: None expended. Farm Labor Office provided services within scope of worker training program.

Procedure followed to set up program: Each program has a separate identity with one formulated by grower interest and the other initiated through the efforts of an individual Farm Labor Office.

Classes: Course outline can be flexible and given according to each groups' progress. Class size should remain small to encourage participation.

Comments: General response indicates this form of worker orientation can be implemented by any area with a large preponderance of non-English speaking workers.

FARM SKILL, TRACTOR OPERATION AND EQUIPMENT MAINTENANCE PROGRAMS - SUMMARY

Type of programs: Primarily equipment operation and maintenance courses with emphasis on upgrading worker skills and proficiency. Basic courses include:

Intensive high level skill training

Combination tractor operation and minor maintenance courses

Apprentice programs providing on-the-job training

Annual classes on implement care and operation.

Objectives:

To provide a pool of highly skilled local labor.

To upgrade worker skills.

To extend worker continuity and length of employment.

To increase the number of skilled tractor operators available for employment.

To meet the demands of agricultural employers for qualified workers.

To instruct growers and employees on principles of proper equipment maintenance.

To insure a backlog of fully qualified workers capable of filling positions.

Sponsors: Program sponsorship varied from a cooperative effort by the Farm Labor Office in conjunction with local businessmen and grower associations to projects sponsored solely by an independent farm equipment dealer or supplier.

Who was trained: Workers trained included unemployed, underemployed or employed tractor and equipment operators, growers, mechanics, servicemen, students or anyone else interested in attending.

Instructors: Local merchants, businessmen, equipment dealers, factory representatives and specialized technicians with classroom assistance occasionally provided by the Farm Labor Office.

Source of funds and equipment: Growers and implement dealers supplied tractors and equipment, other sources of funds, tools training aids were provided by companies sponsoring the demonstrations or by grower associations.

Procedure followed to set up programs: The private sector or independently sponsored programs were in a sense motivated for commercial reasons or to fill specific company needs. Some dealers participated in these community "self-help" projects for public relations or contacts with potential users and customers. For those programs in which the Farm Labor Office participated the usual format included:

Initial contacts with key growers and local equipment companies by the FLO.

Cooperation with local groups in formulating the course and arranging the instructors.

Providing FLO services in coordinating planning meetings.

FLO publicized the program and conducted extensive recruitment where needed.

Classes: These vary according to the nature of each program or the subject course. Some were one day gatherings, with other training sessions continuing for 8 weeks or more. The apprenticeship program training schedule is for a period of 4-6 years depending upon the capabilities of individual trainees. Films, pamphlets and other training aids are used extensively with the majority of these provided by the companies sponsoring each course.

Results: The programs included in this section encompass a broad sector with little direct correlation in the primary function of each. Although the programs have been successful, the merits of each must be weighed separately in determining its applicability to other areas.

PROGRAM FOR SPECIAL WORKER GROUPS - SUMMARY

Type of programs: Orientation and training courses designed to meet the needs and requirements of specific worker groups enabling them to find suitable employment within their capabilities.

Objectives:

- To meet employment needs of those with physical, mental or emotional limitations.
- To provide opportunities for practical on-the-job experience.
- To upgrade worker skills and increase their continuity of employment.
- To supply employers with a stable labor force.
- To assist older workers convert their abilities to agricultural occupations.
- To familiarize out-of-area workers with local community facilities.
- To reduce labor turnover and increase worker productivity.
- To instill good work habits with emphasis on safety.

Sponsors: Sponsorship in each program depended upon the type of project but usually included the Farm Labor Office with assistance from growers and grower associations, the welfare department or other government agencies.

Who was trained: Youth, women, handicapped workers, welfare recipients, older workers and migrant workers.

Instructors: Primarily Farm Labor Office personnel with the cooperation of growers, their farm foremen and other agencies.

Source of funds and equipment: Funds were seldom needed but contributions were made by growers and their associations. Films, salesmate and other informational material were provided by Farm Labor Service.

Procedure followed to set up program:

Farm Labor Office helped identify needs for special programs.

FLO was the primary factor in outlining and initiating the type of orientation or training courses best suited to fill these needs.

FLO conducted promotional employer contacts and coordinated meetings with participating groups. FLO provided recruitment, counseling, orientation, training, placement and worker follow-up services.

Classes: Orientation was conducted for both individuals and groups with training held at the Farm Labor Office or under field conditions depending upon the course or subject covered.

Results: These programs have fulfilled a definite need and should be included as an integral part of the overall worker training program undertaken in each area.

MISCELLANEOUS PROGRAMS - SUMMARY

Type of programs: These are programs not elsewhere classified and essentially relate to special situations.

Objectives:

To provide job orientation to workers.

To increase worker productivity and job knowledge.

To assist workers during job interviews.

To aid in the recruitment and retention of transient workers.

Each of the programs in this category are primarily worker orientation projects implemented by the Farm Labor Offices to brief workers with "on-the-job" conditions and assist in the screening and recruitment of qualified applicants.

FARM FOREMAN TRAINING PROGRAM

Type of program: To teach principles of first line supervision to farm foreman.

Objective: To provide a pool of trained first line supervision in order to encourage and stabilize the farm labor market.

Sponsors: This class was jointly sponsored by Blythe Farm Labor Office, Blythe Growers Association, and Junior College. All three agencies were deeply involved; the Farm Labor Office by initiating it, setting up mailing patterns, securing people to attend classes, contacting farmers with letters and telephone calls for each meeting, arranging for graduation banquet and certificates, and follow-up after the completion of the course to find out how adequate the course was and what trainee comments were.

The Junior College participated by providing and paying for the instructor. Blythe Growers participated by providing physical facilities for classes and paying costs of graduation, needed materials, text books, etc. Also by picking up the tab to send the instructor to the original Berkeley training course and soliciting grower support for the course.

Who was trained: Training limited to first line farm foremen, owner-operators, owner managers and about 10 percent who were in a position to be made into supervisors.

Instructor: Industrial Psychology Instructor from Junior College.

Source of funds: As covered above.

Procedure followed to set up program: FLO contacted key growers in the area, described the course, its possibilities, asked for comments corrections or constructive criticism. (Note: Original farm foreman training course was

initiated by Blythe FLO and much of this effort was necessary in setting up a course outline.) FLO obtained backing of key growers and conducted negotiations for the operations with the Junior College--individually contacted remainder of hiring growers in area and gave program publicity in local newspaper. During course sent out weekly reminders three days ahead of each meeting; and phoned on day of meeting. In subsequent programs mailing lists were made up from employer files to contact potential trainees.

Special problems: Experience has shown that Department personnel should not get involved as instructors with the training program or in any pre-training orientation phase unless they are competent enough to teach the course.

Size of classes: The size of the classes varied from 17 to 27 with about 90-95 percent attendance.

Results and future plans: This program has resulted in a permanent addition to the Junior College curriculum under the setup as described above.

Comments and suggestions: There are always key growers in any area. It is suggested that an intensive effort and amount of time be spent with the growers, getting their committal on the program before anything else is attempted.

FARM FOREMAN COURSE

Type of program: Farm Foreman Training Program.

Objective: To teach principles of first line supervision.

Sponsors: Riverside FLO, local growers, Adult Education Department, Corona High School.

Who was trained: Foremen, fieldmen, managers and ranch owners.

NOTE: The farm foremen decided fieldmen and others should be invited to attend these classes as they felt it would be beneficial if the higher echelon knew of their field problems.

Source of funds: Cost of the course was covered by the Corona Growers, Inc. Most of the Corona area citrus growers are members of this organization.

Procedure followed:

1. FLO contacted the manager of Corona Growers, Inc., to outline program.
2. The manager of Corona Growers, Inc., in turn obtained membership support for the training program.
3. The FLO arranged for training facilities with Corona High School.

Classes: Were conducted two hours per week for seven weeks. A text book "Men At Work" was used with instructors encouraging class members to bring problems from the field allowing the whole class to use these for discussion in addition to the text. This seemed to add interest and enthusiasm because they were actual and not hypothetical problems.

Results: Out of 22 foremen who started the course, 18 were graduated. Follow ups on many of the trainees indicate results were good with many of the foremen expressing their appreciation for the class.

FARM FOREMAN

Type of program: Farm Foreman Training.

Objective: To train farm foremen in human relations aspect of supervision.

Sponsors: Barstow Farm Labor Office and Victor Valley College. Victor Valley College provided the facility and paid the instructor.

Who was trained: Employed farm foremen and ranch managers.

Instructor: Vocational-Ag teacher at the Victor Valley High School.

Funds: None other than instructor and facility salaries paid by the college.

Procedure: Barstow Farm Labor Office personally contacted over forty foremen and owners and informed them of the course. In addition, articles were placed in all newspapers in the area. The FLO set up and attended the initial meeting between Jim Beckett and the Victor Valley College President and suggested to the college that a local well-known Vocational-Ag teacher be used as instructor.

Size of class: Eighteen foremen and managers started in the program with 12 completing the course. The class lasted one semester.

Results and future plans: All foremen were contacted after finishing the course and all indicated that it was very useful. Another class is scheduled and will be slanted to new managers and foremen in the area for those managers and foremen who missed the first class.

FARM FOREMAN TRAINING COURSE

Type of program: This foreman training program taught principles of good supervision, using a course outline as developed by the University of California at Davis.

Objective: To aid farm supervisors, through proper supervision, to improve worker efficiency and reduce worker turnover.

Sponsored: By the Union City Farm Labor Office.

Who was trained: Growers and crew leaders or foremen.

Instructor: Farm Labor Officer I.

Source of funds: No special funds or equipment were needed or provided.

Procedure followed to set up program:

1. A preliminary survey was conducted to determine need. This was conducted by FLO personnel as part of the employer visiting program.
2. All recruitment efforts were made through personal contacts.
3. Course outline was obtained from University of California at Davis.
4. Arrangements were made for the use of an FLO I as course instructor.

Special problems: No special problems were encountered, other than adjusting the instruction work hours to cover the period during which the class was in session.

Classes: Initially 13 students enrolled, with classes scheduled to meet for two and one-half hour sessions, one a week, for eight weeks.

Results and future plans: The class was considered a success, and nine students were issued completion diplomas. Plans are to conduct similar classes with a letter mail-out campaign to growers, plus local newspaper publicity.

Comments and suggestions: When there is a qualified instructor in the Farm Labor Service who can be made available to instruct such a class, it is suggested that consideration be given to conducting the class in each local Farm Labor Office. This eliminates the registration fees and normal lead time required when working through the local school district. This is especially true when the local office area overlaps several school districts. Also, employers and employees, alike, appear more at ease in the familiar and less formal atmosphere of the Farm Labor Office.

FOREMAN - SUPERVISOR TRAINING

Type of program: Foreman-Supervisor (Human Relations).

Objective: To fill a void caused by the demise of P.L. 78 and provide qualified supervisors to work with domestic crews.

Sponsors: The class was sponsored by local agricultural employers, Watsonville Farm Labor Office, Farm Bureau, and the Agricultural Extension Service.

Who was trained: The majority of trainees were working foremen and some growers.

Instructor: The instructor was a Farm Labor Assistant who had been given grainers training by the State Vocational Agriculture staff.

Source of funds or facilities: The instructor was paid by the local school district, which got ADA for the students, who each paid a nominal tuition fee of \$3. Evening classes were held at the Farm Labor Office two nights a week. No tools or equipment were involved.

Procedure followed to set up program: Interest letters were sent to all growers in a certain category, i.e., strawberry growers or apple growers. Cards were enclosed for either a positive or negative response. There was little follow up, except in subsequent employer visits, to check on how well the trainees had learned their lessons. The program was primarily coordinated by the Farm Labor Office since prior experience with other courses (MDTA, etc.) had shown that when other agencies or individuals are involved in the procedural part of a training program, it is suddenly very difficult to get the class going. The school was involved only to the extent that they certified the instructor and gave out diplomas at the graduation. All other work was handled by the Farm Labor Office staff with a minimum of red tape.

Classes: Class varied from 12 to 17. In order to comply with local school average daily attendance, a minimum of 12 students had to be registered.

Results: Have been encouraging, although there is nothing tangible on which to base this assumption since all trainees were employed at the time of training. A trend to a more casual relationship between employer and employee has been noted by the Farm Labor Office since the training.

FARM FOREMAN TRAINING

Type of program: Farm Foreman Course.

Objective: To train foremen in basic fundamentals of supervision.

Sponsors: San Jose Farm Labor Office and Adult Education Department, San Jose Unified School District.

Who was trained: Ten trainees were from a large commercial landscape firm. The remaining members were employers of foremen working on nursery, vegetable, fruit, and strawberry ranches.

Instructor: Bill Kirkman, FLO I San Jose Office.

Source of funds: A portion of the FLO I instructor's time was covered by CTO with the balance of his salary augmented by the San Jose Unified School District.

Procedure followed:

1. Promotional letter mailed to 500 selected employers listed in the DI files or office employer records. A return reply card was enclosed with each of the promotional letters.
2. Adult Education Department of San Jose Unified School District consulted. Tentative arrangements made for starting class.
3. Promotional letter sent to all those previously expressing interest in the course, giving details as to location, time, and date of first class.
4. Reminder card mailed to all interested employers just prior to the scheduled starting date.
5. Training was given at San Jose FLO.
6. A reminder card was mailed to all employers who did not attend the first class, telling them they could still enroll in the course at the next meeting.

Results: Have been very good. Two other courses were given at Union City and Watsonville.

Future plans: The San Jose FLO plans to continue giving this course with modifications if and when needed.

SUPERVISORY TRAINING - PRIVATE SECTOR EFFORT

Type of program: Supervisory training program, teaching "Elements of Supervision" provided through efforts of individual grower.

Objective: Program has been initiated to decrease turnover of employees and to build a better worker-supervisor relationship.

Sponsor: The program is entirely sponsored by the Limoneria Company in cooperation with Ventura College.

Who was trained: Company employees; in addition foremen from two other ranches have been included in the class by invitation of the company.

Instructor: Supplied by Ventura College.

Source of funds: All supplies, equipment, etc., including classrooms, are furnished by the company, as the program is planned for the company's needs.

Procedures followed to set up program:

1. Joint meeting with Limoneria Company personnel department, Ventura College Ag instructor and Dean of Ventura College evening classes.
 - a. Formulated plans for course outline.
 - b. Received approval from both Company and college to start class.

Classes: Approximately 25 students to meet three hours, once a week for a full semester.

Results or comments: None. Class has not been completed on date this report was concluded.

SUPERVISORY COURSE

Type of program: This was a supervisory training program and course which taught the "Basic Psychology of Supervision".

Objective: Because of the transitional period from Braceros to domestics, foremen had to be trained in the proper methods of supervising domestic workers to maintain a stable labor force.

Sponsors: There were two separate classes each sponsored by a different grower association.

Who was trained: Mostly employed foremen and a few growers.

Instructor: The Assistant Manager of the Ventura County Farm Labor Association was the instructor for both classes.

Source of funds: Both grower associations paid for all costs related to the program.

Procedure followed in setting up program:

1. Program was initiated through the cooperative efforts of both grower associations and the Oxnard Evening High School with the approval of the Department of Education.
2. Two classes were set up one for Spanish and one for English. Both were taught by the same instructor.

Classes: Students attended three hour classes, one evening per week for a total of six weeks.

Results: The majority of the foremen completed the course and were satisfactorily trained in the fundamentals of supervising domestic workers, enabling them to cope with present and future problems in the field of worker relations.

VEGETABLE FOREMAN SCHOOL

Type of program: To instruct foremen supervising vegetable activities the fundamentals of:

- A. Handling labor
- B. Analyzing tasks
- C. How to teach workers
- D. Methods of doing work
- E. Public relations with workers

Objective: To assist growers in the retention of workers for vegetable crop activities.

Sponsors of class: Ag. Extension Service, San Diego County and Professor John MacGillivray, University of California.

Who was trained: Growers and employed foremen.

Instructors: Extension Service and Professor MacGillivray.

Procedure followed to set up program:

1. Publicity
2. Extension Service meetings

Classes: Two classes - Two hour sessions.

Comments: Employers want courses of this type to continue as Extension Service time permits.

ONE-DAY PRUNING COURSE - ORCHARD OR VINEYARD

Type of Program: A one-day training class, with orientation on the basic fundamentals of the how and why of pruning procedures.

Why set up: During the peak of the pruning season, a shortage of pruners developed, and demands for qualified peach pruners exceeded the supply of experienced pruners within the local area. There were many inexperienced workers seeking this type of employment, and, as a result, the Farm Labor Office set up and coordinated local pruning classes to meet this demand.

Sponsors: Modesto Farm Labor Office, the Agricultural Extension Service, and participating growers.

Who was trained: Emphasis was placed on recruitment of trainees who were unemployed, or underemployed heads of families.

Instructors: See procedure followed to set up program.

Source of funds or equipment: No government funds were expended, and the trainees were required to furnish their own transportation and pruning equipment. No wages were paid to enrolled workers for the initial day's training.

Procedure followed to set up program: Arrangements were made with the Agricultural Extension Service for training to be given by a Farm Advisor specializing in peaches. Various local growers were contacted by the Farm Labor Office and agreed to provide the orchards for training sites, and each offered to provide a ranch foreman to assist the Farm Advisor during the instruction period. These foremen also provided additional on-the-job training after the initial basic orientation by the Agricultural Extension Farm Advisor was given. One Mexican-Spanish-speaking FLO I from the Modesto Farm Labor Office acted as an interpreter

for the Spanish-speaking trainees and assisted in the training process. Newspapers and local radio stations ran "spot announcements" in English and Spanish, urging registration of potential trainees at the Farm Labor Office. Extensive follow-up coverage given by radio and press was instrumental in generating worker response for the scheduled classes.

Interested workers were required to register and sign up for the training at the Farm Labor Office. They were advised of the training date and time to meet at the Farm Labor Office for directions to the training location. All efforts involving instruction, training sites, and placement were supervised by the Farm Labor Office.

Classes: A total of 4 classes were held, with 30 graduates.

Problems: The lack of pruning equipment was a factor preventing the enrollment in these classes of prospective trainees. One means of overcoming this problem for any future training program of this type would be to contact various equipment suppliers in an effort to secure shears and saws on a lending basis or ask for grower cooperation in supplying the equipment.

Results: Overall results were excellent. Consequently, a similar class was held for vineyard pruning with equally good results. Many of the trainees remained working for the growers who provided the orchards, and others were placed by the Farm Labor Office.

Comments: These classes are not intended to turn out a "finished product" but to provide workers with the basic fundamental knowledge of pruning and enable them to continue with on-the-job training. Many growers prefer to hire workers with only a basic background in pruning and to complete the workers' education according to their own methods.

ONE-DAY ORCHARD PRUNING CLASSES

Type of program: One-day tree pruning course.

Objective: Program was set up as qualified pruners were needed to fill available jobs and there were many applicants seeking this type of employment who lacked any knowledge of the basic fundamentals in pruning.

Sponsors: Merced Farm Labor Office, Ag. Extension Service, Growers.

Who was trained: Unemployed male adults.

Instructors: An Ag. Extension Service Specialist was assisted by the grower, crew foreman and a Farm Labor Service representative.

Resources used:

Contributors

- A. Grower
- B. Trainee
- C. Extension Service
- D. Farm Labor Service
- E. News media

Contributions

orchard, foreman, ladders
shears, saw, transportation
instructor, information
coordination, FLO Services,
classroom
newspaper articles, pictures,
radio announcements

Procedure followed: In chronological order.

1. Farm Labor Service contacted growers, who expressed an interest in the program.
2. Farm Labor Service contacted Extension Service, Extension Service agreed to participate.
3. Farm Labor Service brought growers to meeting in Ag. Extension Service office for discussion and final agreement on program.

4. Farm Labor Service presented program to news media.
5. Farm Labor Service coordinated all activities of recruitment, referral, placement and follow-up of trainees.

Classes: Size of classes were restricted to 10 to insure adequate supervision. Instruction included a preorientation period with a one-hour chalk talk in the Farm Labor Office. Following the chalk talks classes were moved to ranch orchards for a 6-hour pruning session under close supervision.

Future plans: An agreement has been made by the Farm Labor Office with growers and the Ag. Extension Service to hold peach thinning classes, utilizing this basic program plan if two conditions prevail: (1) jobs available; (2) workers needed.

Comments: This basic training program can be adapted to many farm labor jobs where a minimum of training is required.

TRAINING - MACHINE VINEYARD PRUNING

Type of program: To train workers in the proper methods and procedures of pruning vineyards with a Lemco pneumatic pruning machine.

Objective: To reduce labor turnover of workers hired for machine pruning.

Sponsors: Indio Farm Labor Office, local farm labor contractor.

Who was trained: Adult women.

Instructors: Farm Labor Office staff and contractor.

Source of funds, equipment: Workers paid by contractor during training period.

Pruning machine and equipment provided by contractor.

Procedure followed to set up program:

1. Farm Labor Office approached contractor with idea of providing training program stressing success of similar program in adjoining county.
2. Recruitment of trainees.
3. Orientation.
4. Referral and placement.

Classes: Training was tentatively scheduled as follows:

- 1st day - Orientation and introduction to pruning. Initial orientation given at Farm Labor Office with emphasis on motivation. Followed by field practice with hand shears. (5 hours)
- 2nd day - Field practice with hand shears. (6 hours)
- 3rd day - Field practice with machine.
- 4th day - Continued practice with machine. (if needed)
- 5th day - Group on their own.

Problems: Poor attendance and misunderstanding between trainees and employer plagued the course continuously. A prior agreement had stipulated the trainees would receive reduced wages during the initial training phase until their proficiency increased. After the first day the women felt their work warranted a pay increase, a view which was not shared by the employer. Such poor attendance resulted that the grower finally capitulated, agreeing to pay more. He later reneged, alleging he was losing money and discontinued the course.

Comments: The women did an exceptional job and learned the art of pruning very fast. The fact that the program was started toward the latter part of the pruning season, did affect its implementation. The employer was concerned in making money, claiming he could not afford the low productivity during the training phase. With this attitude he did not actually give the trainees a chance to build up to their full potentials. The one woman he accepted as a good pruner indicated that with earlier recruiting, proper training, and early implementation of such a program, it can become a successful operation.

GRAPEVINE PRUNING CLASSES

Note: The success, or failure, of any type of training project can depend upon a host of variables, including sponsorship or the procedure followed in establishing a program. Such an example is illustrated in the comparison of two grapevine pruning classes conducted in the San Bernardino area.

Pruning Class Number One

Type of program: Grapevine pruning class sponsored by San Bernardino County Department of Public Welfare.

Objective: To meet a pending labor shortage and fill existing crews with skilled pruners.

Sponsors: Welfare Department, with the cooperation of the San Bernardino Farm Labor Office.

Who was trained: Welfare recipients.

Instructors: Farm Labor Office.

Source of funds and equipment: Welfare Department allowed all trainees to remain on welfare during training, and growers provided pruning shears at no cost to workers.

Procedure:

1. The Department of Public Welfare referred all able-bodied workers on their rolls to the Farm Labor Service.
2. The Farm Labor Office established the selection criteria and trained the selected workers to the job entry level required for grapevine pruning.

For this group, all past work experience was overlooked. They were quizzed about their physical condition, and anyone voicing any complaint about their back,

legs, arms, lungs, or heart was eliminated as a potential trainee. Thirty-three trainees were selected from 210 referrals.

Classes: Two classes were set up with training consisting of:

1. The movie, "The Fruits of Our Labors", was shown, followed by a question and answer session.
2. Slides on grapevine pruning were shown, again followed by another question and answer session.
3. Canes from grapevines were brought into the FLO, and pruning shears were issued. A demonstration was given on how to properly hold shears and cut canes.
4. Actual pruning experience in the field, consisting of two hours the first afternoon; six hours the second day; and eight hours on the third day. At the end of the third day, all remaining trainees were given job referrals.

Problems and Results: Trainees started dropping out the first day of training and continued to drop out throughout the training period. The few remaining who entered on the job either quit or endeavored to get fired within the first couple of days. The question asked by most, when terminated, was, "Why should I work like this for \$1.40 an hour when I can stay home and get more?"

Pruning Class Number Two

Type of program: A grapevine pruning class sponsored by growers.

Why set up: A group of wine grape growers approached the San Bernardino Farm Labor Office after the ill-fated welfare training program proved negative.

Sponsors: Growers and Farm Labor Office.

Who was trained: Anyone who requested the training and appeared physically able was referred. Some trainees were welfare recipients, but requested the training themselves.

Source of funds: Growers provided pruning shears and paid hourly wages with a schedule of \$1.00 an hour for the first day, \$1.25 per hour the second day, and continued to raise their pay until it reached \$1.40 per hour.

Procedure: The Farm Labor Office selected and trained workers.

Classes: Fifty-four trainees were selected and enrolled in five training classes. The same instructing methods were used for these trainees as were used in the first training class.

Results: There were very few dropouts. Some of the employers paying for the training were dubious with the end results, but from the Farm Labor Office's point of view, it was a success. Most of the trainees stayed with the original employer until they became proficient pruners, then quit, and found employment where they were paid by the vine. Many of these same pruners returned to pruning activities the following season, attributing to the program's success.

Comments: The basic difference between the degree of success of these two programs was in the type of motivation behind the trainees. One was a mandatory enrollment requirement, with workers who, having another means of subsistence, lacked the desire to complete the course or use the training.

The other was a true "self-help" project, with both growers and workers initiating the needed response.

SELF-HELP TRAINING PROJECT

SPANISH LANGUAGE INSTRUCTION FOR GROWERS

Type of program: A basic Spanish course designed for growers has been developed in Stanislaus County, through the efforts of the Growers Harvesting Committee, the Modesto Farm Labor Office and the Adult Education Department of the Modesto Junior College.

Why set up: For some time the apparent lack of communication and understanding between growers and Spanish-speaking workers has been a problem in the hiring and retention of many of these workers.

Procedure: In an effort to overcome this language-communication problem the Growers Harvesting Committee formulated plans for a Spanish-speaking class with the Farm Labor Office assisting in an advisory capacity. From the ideas presented by both the Growers Harvesting Committee and the Farm Labor Office the Adult Education Department structured a course outlined to meet grower needs.

Classes: The first class scheduled to start April 1, 1968 will consist of tree fruit growers and has been designed to teach the nomenclature commonly used in the fruit growing industry to overcome an existing language barrier and develop an area of understanding between employee and employer.

Expected results: It is felt that training in this field should greatly improve worker-grower relations, reduce worker turnover and increase worker productivity and earnings. In some instances this course may reduce one level of supervision by overcoming the necessity of a grower requiring the services of a bilingual foreman during peaks of high labor need and contribute to a closer employer-employee relationship.

Comments: This same type of training course can be offered to grape, tomato, miscellaneous vegetable growers and for growers of other crops. The course is flexible and is designed to teach any crop terminology in basic conversational Spanish.

BASIC ENGLISH CLASSES FOR NON-ENGLISH SPEAKING WORKERS.

Type of program: English classes for non-English-speaking workers designed to teach basic English with instruction on how to obtain work, proper appearance, etc.

Why set up: Many times a language barrier is the underlying factor in a worker inability to relate to a work situation and the understanding of employee-employer relationships. Often the low skilled, poorly educated, non-English-speaking worker is unreliable, inconsistent, and poorly motivated.

The San Jose Farm Labor Office approach to this problem was to use the worker's native tongue as a means of entering into communication with him, teaching him sufficient English to use in connection with his work or work-seeking endeavors, and sometime during each class incorporate lessons in social behavior, proper approach to an employer, social security and disability information, standards of behavior, dress, etc.

Sponsors: Initiated by San Jose Farm Labor Office.

Who was trained: Unemployed and underemployed farm workers of Mexican Ancestry.

Instructors: Spanish-speaking FLO staff members.

Source of funds: Staff hours - CTO time.

Procedure followed to set up program: Word of mouth - post cards - newspaper publicity used for informing potential students of language courses.

Special problems: (1) arranging suitable time for all trainees to attend each class
(2) scheduling classes during slow months for better utilization of staff hours.

Class size and frequency: 10-15 people - twice a week - 8 weeks at a minimum.

Results: Goodwill, good public relations for farm labor office. Other overall results inconclusive because it is difficult to measure the benefits of this type of program. But a service was performed in assisting the unskilled worker to upgrade his abilities thereby allowing him to broaden his job prospects, do better work, possibly earn more money and be a better member of the community.

FARM SKILL TRAINING PROGRAM

Type of program: This is a program of intensive high level skill training and is built around a center core of seven highly important subjects. These include:

1. Farm safety
2. Chemical and Pesticide handling
3. Crawler tractor operation
4. Wheel tractor operations
5. Lubrication
6. Heavy tillage equipment
7. Vegetable tillage equipment

These core courses are backed up by a series of courses dictated by the season such as combines, harrow bed operation, swathers, hay choppers, irrigation, power train transmissions, hydraulic systems, land planning tillage equipment, precision tillage, vegetable tillage, spray rig applicants, etc.

Objective: This course was set up to provide a pool of highly skilled local labor that could meet the demands of agricultural employers and to provide training for the unemployed and underemployed.

Sponsors: This course was primarily sponsored by the Blythe Farm Labor Office in conjunction with local equipment and chemical dealers, using the facilities of the Blythe Growers Ass'n.

Who was trained: The course is slanted primarily towards unemployed, underemployed or employed tractor and equipment operators who want to improve their skills.

Instructors: All instructors: All instruction is provided through the local dealers. Most of the instructors come from the dealer's home office and are highly skilled technicians with the ability to put on good, intensive training sessions.

Source of funds: All sources of funds, tools, etc., either come from the companies putting on the demonstrations or Blythe Growers Ass'n.

Procedure followed to set up program: (Very similar to that of foreman training in same area.)

1. FLO contacted key growers, local equipment companies.
2. Junior College, other hiring employers, first line foreman and workers were contacted to enlist their aid and interest.
3. Contacted local newspaper for publicity.
4. Worked with various local groups such as the Urban League, Neighborhood Worker, Economic Opportunity Program.
5. Utilized extensive radio publicity program.
6. Other means of publicizing program:
 - a. Door-to-door canvassing in agricultural worker districts.
 - b. Placing posters in areas where agricultural workers gather--both in English and Spanish.
 - c. Contact with work groups in the fields.
 - d. Office traffic--notifying workers seeking jobs.
 - e. Mailing lists.

Classes: All meetings were held off-campus to provide a more "relaxed" atmosphere for the workers enrolled. A farm labor officer attended each session to open the meeting, introduce instructors, give a summary at the end and close the meeting. The best class size for teaching and discussion appears to be 15-18. Classes of this size lend themselves to encouraging close discussions, questions and deep involvement in the subjects. Classes usually run 3 hours a night with 3 to 5 sessions to cover one subject. Some classes according to demand are given on very frequent intervals others, like combines are run only in season.

Special problems: The first programs were not too successful and as a source of help the Neighborhood Worker, E.O. Program and Urban League possibly had good intentions but were of little value.

Results and future plans: Results have been quite satisfactory and on the suggestion of many employers future plans are to develop a core concept of courses as mentioned above and attempt to give this entire core with seasonal additions on about a 4-month basis.

Comments and suggestions: To undertake such a project one must be prepared for a phenomenal amount of hard work and considerable number of disappointments before getting it operational. There should be at least one person in the office who is willing to commit himself and is knowledgeable about local agriculture. The only limitation to the number or type of courses which can be undertaken rests upon the imagination of each individual Farm Labor Office. Contacts are an important factor in developing this kind of program. Speakers and representatives from various industries can be requested to assist in providing and preparing subjects for presentation. Implement and tractor dealers may have films or pamphlets on tractor safety, maintenance and lubrication which have been produced or published by their companies and are available upon request. This same principle applies to other industries such as chemical dealers or manufacturers on information regarding use of toxic sprays and insecticides. The list can be endless and offices are urged to share their experiences and knowledge with other areas to insure a maximum exposure of ideas.

YOUTH - BASIC JOB ORIENTATION

Type of program: A continuing orientation and training program geared basically toward youth and involving all major crop activities applicable to their employment.

Objective: Initially to facilitate the movement of large numbers of youth into the farm labor market at a time when growers were losing the majority of their foreign laborers. It was tremendously successful and has been continued as it provides a large amount of employment for local and outside youth.

Sponsors: Sponsored almost entirely by the Blythe Farm Labor Office with some assistance from the Blythe Growers Association.

Who was trained: Youth - boys and girls.

Instructors: The instruction was primarily by personnel in the Farm Labor Office although occasionally farm foremen and growers were called upon for assistance.

Source of funds: Growers association.

Procedures followed to set up program: The program begins 1 to 3 months before the activity with extensive publicity to local newspapers, high schools and colleges. Primary meetings are set up for orientation. Parents are encouraged to come to these meetings handled by the farm labor office and instructed in the FLO at night. Generally these orientation proceedings include distribution of handouts, with job information and films, plus a question and answer period. Approximately one week to one month later, another orientation is given with screening, application taking and assignment into one of 3 categories: Namely A, B, or C teams; these teams are broken down by age, experience, size, capability and prior work records.

At approximately one week prior to the beginning of the activities, groups are organized, with a final screening interview. Pickup and employment dates finalized.

For activities not quite as highly organized, most orientation and training procedures are conducted at the Farm Labor Office either the evening before or the morning of the activity.

After referral the FLO staff is in the field helping to organize and follow up on the operation of these workers.

Results: The results to date have thoroughly justified the operation. Extensive youth files have been developed and are used quite liberally for weekend and vacation programs. The consensus is that continuous training and orientation procedures build up skills of those who are presently in or going into the youth labor fields.

Comments: It is suggested that orientation training programs should be started sufficiently ahead of activities so there can be adequate training and orientation material developed for each activity. Attempts should be made for grower attendance to answer specific questions.

TRACTOR OPERATION AND MAINTENANCE COURSE

Type of program: Combination tractor driving, minor maintenance and consumer training course.

Objective: To upgrade worker skills, extend the length of yearly employment and increase the number of skilled tractor operators available for employment.

Sponsors:

1. Grower association provided classroom, tractors, instructors and payroll services.
2. O.E.O. provided transportation and instructors.
3. Merced Farm Labor Office provided information, selection, referral and placement services.
4. Local businessmen provided tractors, implements, instructors and classroom facilities.

Who was trained: Unemployed male adults, aged 20 to 50, with families.

Instructors:

1. Pastor of local church was head instructor and taught English, mathematics and tractor operation.
2. Local credit association and banks taught credit class.
3. Local merchants taught classes on intelligent consumer buying.
4. Implement dealers taught tractor operation and minor maintenance of equipment.

Source of funds and resources:

1. Growers and implement dealers supplied tractors and equipment.
2. Growers paid trainees \$1.40 an hour for attending school.
3. O.E.O. supplied pool cars for transportation to and from school.
4. Growers provided fields for training operations.

Procedure:

1. Meetings with Growers Association, O.E.O. businessmen and Farm Labor Service to work out details on training course.
2. Publicity through Farm Labor Service, Growers Association, and local news media.
3. Selection of trainees by Growers Association and Farm Labor Service.
4. Placement by Farm Labor Service through Growers Association.

Problems: Transportation for some trainees was primary problem but a car pool arrangement by the O.E.O. was successful.

Class: 15 men attended class 5 days per week for an 8-week period: 8 hours per day with 4 hours in classroom instruction and 4 hours in field work. The basic course outline covered:

1. Training workers to operate and service wheel and caterpillar tractors.
2. How to use credit.
3. Thrifty consumer habits.
4. Basic arithmetic.
5. Basic English.

Results: All 15 graduates were hired immediately.

Comments: Members of the Growers Association expressed their opinion that this program was too expensive for one organization to sponsor.

PRIVATE SECTOR TRAINING PROGRAMS - EQUIPMENT DEALERS

In Tulare County a few equipment dealers have initiated their own self-help training programs each with a separate identity and goal. Listed below are two such programs:

Program Number 1.

Type of program: Annual classes on implement care and operation.

Objective: To instruct growers and their employees on techniques covering the operation, care, adjustment and lubrication of various types of equipment.

Sponsor of class: Farm Implement Dealer.

Trainees: Growers, mechanics, servicemen, equipment operators, or anyone else interested in attending.

Instructors: Representatives of the implement dealer and the factory which manufactures the equipment.

Source of funds: All costs of training are borne by the sponsoring company.

Procedure followed to set up program and types of classes:

1. An open house is held once a year by the company, mainly for growers. Tickets are sent to all growers and their families who have purchased equipment in the past years; however, anyone interested is welcome to attend. Movies are shown on various types of equipment, with shop and sales personnel on hand to answer any questions.

About 100-125 growers or purchasers of equipment attend these open houses each year.

2. In addition, about two classes are held each year in equipment care and operation. About 15-20 persons attend each class, totaling about 30-40 persons trained each year.

Results: The growers are enthusiastic about this type of training program and each year are anxious to send their employees to be trained on new equipment, and also as a refresher course for those that may have attended in some previous years.

Program Number 2.

Type of program: An apprenticeship program providing on-the-job training in all phases of the sponsoring companies operation.

Objective: To enable the company to fill positions with fully qualified personnel trained in the various facets of its agency.

Sponsor: A large Farm Supply and Equipment company.

Trainees: High school and college students and others showing potential.

Procedure: Currently the company has seven trainees under their apprenticeship program. Their main stipulation for students is, if a trainee drops from school he is automatically laid off. The duration of the training schedule is 4-6 years, with trainees starting at the minimum hourly wage and increasing as their capabilities increase. They are trained in customer courtesy, equipment assembly, selling parts, clerical work, and assisting in actual motor overhaul.

They attend sales and service meetings and are also briefed on training and sales films.

Results: This company training project has been in existence for approximately 10 years. During this time, about 20 persons have been trained and have been absorbed into the organization as salesmen, mechanics, etc. The company has been

able to place every trainee on permanent well-paying jobs at the termination of their apprenticeship, starting at a minimum of \$7000.00 per year, with greater future salary potential.

Comments: A veteran with GI benefits was referred by the Hanford Farm Labor Office and application was made with the Bureau of Apprenticeship Standards to outline a training program which was approved by the Veterans Administration. The VA now is providing a supplemental check each month, augmenting the veteran's salary.

Suggestions: This program has good possibilities for use by the Farm Labor Service when exploring future agribusiness contacts.

YOUTH JOB ORIENTATION - SPECIFIC JOB REQUIREMENTS

Type of program: Youth job orientation program for local flower grower operation with specific job requirements.

Objective: To familiarize youth of employers' job specifications in flower pollinating.

Sponsors: Program developed and sponsored by Arroyo Grande Seasonal Farm Labor Office in cooperation with local flower grower.

Who was trained: Girls aged 14-18 (occasionally used for adult female).

Instructors: Orientation given by FLO personnel in office.

Source of funds: Salesmate developed and prepared by Arroyo Grande Seasonal FLO. (Parent office Santa Maria FLO.)

Procedure followed to set up program and special problems: Salesmate and orientation program developed when need became apparent, from worker turnover that girls did not realize what work consisted of and what was required of them. Visual orientation and more factual presentation has cured most of this problem to the degree that the employer insists all referrals receive orientation by Farm Labor Office.

Class size: Usually individual--occasionally at beginning of season, 5 to 10 girls.

Results and comments: This orientation worked well and will be continued. Orientation programs developed and presented on a local basis contribute to a more satisfactory service to employer and employees, particularly when it concerns youth. A similar program, including salesmate, was developed for celery harvest youth crews.

Another similar course was developed by the Yuba City Farm Labor Office in cooperation with the Ferry-Morse Seed Company with an orientation class for vine seed roguing in the Colusa-Gridley area. A total of 60 girls and women were shown slides and given practical instruction on how to identify male and female plants. The pre-employment orientation was beneficial in that it not only helped those who worked but it helped screen out those who decided the work was too difficult or not to their liking. In addition overall supervision of those oriented was made much easier.

YOUTH - SAFETY ORIENTATION

Type of program: Orientation on the safe use of equipment and ladders with instructions on the dangers of horseplay.

Objective: To provide young workers with the knowledge of possible hazards in various crops and activities with emphasis on safety.

Sponsor: El Centro Farm Labor Office.

Who was trained: Inexperienced youth both boys and girls.

Instructors: Farm Labor Office manager and youth specialist.

Source of funds: None. Growers donated use of equipment for orientation sessions.

Procedure followed to set up classes: Students were notified of safety course as they registered for summer work.

Classes: Were held at the Farm Labor Office and under field conditions depending upon the subject covered.

Results: Follow-up field checks showed youth were adhering to safety instructions and reducing the danger of accidents or serious injury by following the fundamentals of good work habits.

Comments: Safety orientation should be expanded to all worker groups as an integral part of each offices' worker training program.

YOUTH PROGRAM - LIVE ON FARM

Type of program: A youth program with emphasis on opportunity for youth to live on the ranch or farm where employed.

Objective: To provide practical on-the-job experience in farming for Vo. Ag. students during summer vacations in ag work they are primarily interested in.

Sponsor: Santa Maria Farm Labor Office.

Who was trained: Vo. Ag. students and ag oriented youth applicants.

Instructors: Individual growers.

Source of funds: None needed for this type of program.

Procedure followed:

1. Meeting with high school Vo. Ag. instructor.
2. Letter to growers for JDA.
3. Field follow-up to interested growers.
4. Registration of students.
5. Referral and further follow-up.

Special problem: Most high school Vo. Ag. students had jobs or projects and were not available. Active files were utilized and other ag oriented youth were referred.

Class size: Referred on an individual basis.

Results and future plans: Results were better than initially expected - Plans are to expand program to include junior college and college students.

Comments: This type of program is considered to have merit with a good future potential. Needs for year-round employees are increasing and permanent sources of employment may be developed for some students seeking careers in agriculture.

YOUTH AND HOUSEWIFE JOB ORIENTATION - GRAPE HARVEST

Type of program: This program was designed to teach women and students the proper techniques of grape picking.

Objective: To encourage more women and students to engage in grape harvest activities and to make them aware of what to expect before they entered the fields. The reasoning behind this training was to get additional workers involved in a worker shortage occupation.

Sponsors: The class was jointly sponsored by the Madera Farm Labor Office and the local Farm Bureau. The Farm Labor Office developed all publicity and acted as chairman of the session. A salesmate film on the techniques of grape picking was shown to the group. Local farmers participated in the indoor program and field demonstration. The indoor training was at the Farm Bureau Hall; the field demonstration at a participating farmer's field.

Who was trained: The program was geared for students and housewives. A few unemployed workers also took part in the training.

Instructors: The group was instructed by growers and local farm labor service people. In previous years, the Extension Service has participated in the instruction.

Source of funds: The knives and pans were obtained from a local vendor and sold to interested trainees by the Farm Labor Office Youth Specialist.

Procedures followed to set up program: The following procedures and methods were used in setting up the program:

1. Recruitment:

Call-in cards and telephone calls

2. Publicity:

- a. Television
- b. Radio spots (Fresno - Madera)
- c. Newspaper articles
- d. Free ad in local shopper's guide

3. Mail-out to growers

Size of class: The class consisted of about 50 interested people.

Results and future plan: Training was worthwhile and plans are to carry out this same type of program for 1968, and also to study the feasibility of expanding the course to include the Indians at the Madera Employment Training Center.

ADULT WOMEN - WORKER ORIENTATION

Type of program: Primarily a training program covering various crop activities using visual aids geared toward making women an integral part of the local labor force.

Objective: To create a local trained labor market to provide for periods of fluctuating labor needs, especially during the times when youth cannot be used in activities--as in winter months.

Sponsors: Blythe Farm Labor Office, Welfare Department, Blythe Growers Association.

Who was trained: Primarily women without prior experience in farm labor or those women seeking to try new activities.

Instructors: Were invariably from the farm labor staff with some assistance by the agricultural extension service and occasionally from growers for whom the workers were being trained.

Source of funds, equipment: Blythe Growers Association provided the majority of funds, films, visual aids, tools, and training facilities.

Procedure followed to set up program:

1. Intensive advertising in newspapers used to develop interest in field work with positive publicity to upgrade the status of women in agricultural labor.
2. Recruitment (a) with file search and some door-to-door canvassing in agricultural neighborhoods, (b) Welfare Department cooperation in referring applicants, (c) use of manifest lists of women who had expressed prior interest in field work.

3. Two orientation and screening meetings before referral:

1. Preliminary job orientation with use of visual aids, covering aspects of specific job requirements. This was followed by a 2 $\frac{1}{2}$ -hour field trip to demonstrate job or worker procedures.
2. Final orientation given to workers just prior to boarding bus for work, and close supervision given to crew by Farm Labor Office staff for the first day or two.

Classes: Varied from 10 to 80 in attendance some classes were conducted in the field where growers had developed crews of their own. All orientation material was taken out to the field by Farm Labor Office staff and presented to crews at the jobsites.

Results: Results have been outstanding and plans are to continue the program.

Comments and suggestions: The importance of a good instructor with an extensive knowledge of field operations cannot be overstressed. The equipment must be highly mobile and should be developed so it can be dumped in the back of the farm labor car, set up anywhere, and under any conditions. Handouts are always effective and the availability of a duplicating machine and stencils is essential.

HANDICAPPED YOUTH

Type of program: A special program designed to help handicapped youth find suitable employment within their capabilities.

Objective: To meet employment needs of handicapped youth, unable to secure employment because of their physical, mental or emotional limitations.

Sponsors: San Marcos Farm Labor Office and various participating growers.

Who was trained: Handicapped high school youth.

Instructors: Farm Labor staff and growers.

Procedure followed to set up program:

1. Students recruited through high school handicap educational facilities.
2. Farm labor office coordinated youth and employer needs.
3. Selection and referral done on an individual basis through employer-employee interviews.

Comments and future plans: Although this program, for the work involved, does not reflect a large number of placements it fulfills a definite need and should continue as long as the special needs of handicapped youth can be served.

WELFARE RECIPIENTS TRAINING PROGRAM

Type of program: Agricultural worker training program for welfare recipients with an agricultural background. Subjects taught: Basic English, orientation to citrus picking, instructions in crop activities active at the time.

Objective: To upgrade workers continuity of employment and supply the employers with a more stable labor force.

Sponsors: Welfare Department Work Training Unit, the College of the Desert and Indio Farm Labor Office.

Who was trained: Welfare clients with less than full employment during the year. All trainees were recruited from welfare rolls.

Instructors: Mr. Waley, hired by the Adult Education Coordination of the College of the Desert, and George Calderon, FLO I, Indio Farm Labor Office, crop activities by the crew leader, Kaiser Norris.

Source of funds: Funded by Adult Education Funds from College of the Desert.

Procedure followed in setting up program:

1. Coordination of program as a result of several meetings by welfare work training unit, College of the Desert and Indio Farm Labor Office.
2. Nucleus trainee group formed to get program started.
3. Building obtained at Indio Farm Labor Camp to conduct basic English classes and to use as a meeting place.
4. Potential crew leader lined up to assist in field training and be crew boss.

Problems: Lack of motivation by trainees. The crew leader was also a welfare client and did not possess the necessary qualifications to inspire or motivate the crew in their work efforts. Job offerings went unheeded by the crew leader

and recipients resorted to following their own pattern of job seeking. They did not seek or want outside help. Some preferred to attend basic English classes all the time rather than go to work. These were all problems that were never solved.

Results: The welfare work training unit called a meeting to discontinue the program as a result of no cooperation from recipients, stating that recipients could not be disqualified for lack of cooperation. NOTE: Pending welfare legislation may modify current operational procedures and alleviate this obstacle.

Comments: It was recommended more classroom orientation be given to teach trainees the value of the training and attempt to create a desire to remain on the job.

OLDER WORKER PROGRAM

Type of program: Providing basic training and counseling to older workers.

Objective: To assist older workers who are unemployable at their previous occupations to convert their abilities to agricultural occupations on a part- or full-time basis.

Sponsors: San Marcos Farm Labor Office.

Who was trained: Older, unemployed workers usually with a limited retirement income.

Instructors: Farm Labor Service Personnel.

Procedure followed to set up program:

1. Publicity for recruitment
2. JDA with growers
3. Counselling, orientation
4. Training
5. Placement and follow-up

Special problems: Fitting applicants to convertible occupation in agriculture.

All referrals and placements were for individual or married couples.

Results: 135 older worker placements in 1967. Breakdown according to placements by employment opportunities promoted:

Farm Equipment Operators	1	Farm Hand Veg. II	21
Farm Hand Fruit I & II	22	Irrigators (Agric.)	1
Harvest Hand Fruit	22	Milking Machine Oper.	3
Farm Hand General I & II	26	Nursery Workers	13
Farm Hand Livestock	7	Packers & Sorters (Agric.)	3
Farm Hand Poultry	16	Total	135

Comments: The above list of placements indicates older workers can be placed in many activities and continued efforts in this field are encouraged whenever possible.

COMMUNITY ORIENTATION FOR OUT-OF-AREA WORKERS

Type of program: Community and job orientation for out-of-state workers recruited for local harvest activities.

Objective: To help familiarize out-of-state workers of community facilities and services available to them within the area of employment. Also to give workers a brief orientation of local crops; what the employer expects of them; and what to expect from the employer.

Sponsors: Merced Farm Labor Office, Growers Association and O.E.O..

Who was trained: Unemployed adult male Indians recruited from out-of-state Indian reservations.

Instructors: Farm Labor Office, Growers Association and O.E.O.

Source of funds and resources:

1. Growers supplied money and transportation.
2. O.E.O. supplied information and training aids.
3. Farm Labor Office supplied information and training aids (Salesmate).

Procedure followed to set up program:

1. Grower representative presented information, contracts, and work to be done by visual aids and movies at the reservation.
2. O.E.O. people presented information on all phases of operation at the reservation.
3. Farm Labor personnel gave information on service available within area of job site and presented film strips applicable to crops workers were recruited for.
4. Growers took workers to towns in local area to familiarize them with location.
5. Recruiting, referral, placement and follow up were accomplished by the combined efforts of Growers Association, Farm Labor Office and O.E.O.

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Problem: Workers were in unfamiliar surroundings, this was overcome by orientation and gestures of friendship. Growers provided a recreational program for workers with one day set aside for competitive games between workers and growers.

Classes: Overall 2- to 3-day orientation program includes:

1. Description of California agriculture.
2. Community facilities available.
3. Job orientation on how crops are harvested including film strip on ladder safety.
4. Employer-employee relationship.

Results: Experience for the past 3 years has been very good and it is expected the program will continue in the future.

Comments: An effort of personal understanding and attention to workers helps them develop a sense of belonging within the community and is instrumental in reducing worker turnover and increasing worker output.

JOB ORIENTATION DURING POSITIVE RECRUITMENT PROCESSING

Type of program: Which provides job orientation to applicants after registration, selection, and recommendation to a positive recruiter. Workers are given literature of general nature such as: Disability Insurance, Safety, etc. If recruitment is for a specific harvest, special publications covering these activities are given to applicants. During period applicant is waiting for positive recruiter interview, appropriate salesmates or 16mm films are shown covering activities such as: "Strawberry Harvest," "Brussels Sprout Harvest," "Citrus Harvest" etc. General subjects such as "Ladder Safety" are also viewed if applicable.

Why set up: This procedure was first established because many applicants seeking work were new in the field of farm labor and the Farm Labor Office felt that it should help workers better understand the work they were going to enter. In addition this orientation would allow them to better answer the questions directed to them during the personal interview by the positive recruiter.

Sponsor and instructors: Los Angeles ARC office staff.

Procedure:

1. Upon arrival of the positive recruiter, applicants are placed as a group in an orientation room with a capacity of 40 to 50 people. A Farm Labor Officer introduces the positive recruiter and explains briefly the following:
 - (a) That the Farm Labor Service is acting as a referral agent.
 - (b) Indicates FLS sincerity in wishing them success in finding employment with the grower represented.
 - (c) Impresses upon workers the desirability of remaining on the job if they are selected both for their benefit and that of the grower.
 - (d) Informs them that if they later need assistance from a Farm Labor Office in seeking some other field of activity to contact any office for service.

2. The positive recruiter explains the duties of the job, working conditions, wages, deductions, and so forth. Applicants are encouraged to ask questions concerning any facet of proposed employment.
3. Each applicant is given an individual interview by the positive recruiter with one unit of FLO personnel providing assistance.
4. After selection interview, the employee is sent to the transportation waiting area. If a long waiting period is anticipated and there is some doubt the newly hired employee will not wait for transportation, films are shown on general subjects, such as: "Fruits of our Labor," or other films which refer to their new situation.

Results and future plans: This program has been highly successful and will be continued, although most of the men now seeking employment are experienced farm workers. Because the applicants still seem to gain something by having this orientation session and since transients seem to be a restless group of people, it gives them something to do until the rather lengthy procedure of hiring is concluded. In addition, it keeps them from leaving the office before actual hiring procedure is started.

ORIENTATION COURSES RELATED TO RECRUITMENT PROGRAMS

Type of program: A training and orientation program used in relation to recruitment efforts. In addition to orientation, this procedure is used as an effective screening device.

Why set up: Periodically, throughout the year, the San Ysidro Farm Labor Office is called upon to recruit for various groups ranging from strawberry to citrus crops and tailors its procedures to fit the crop which is involved. Although the labor supply is agriculturally orientated, many times it is not familiar with the community which is involved. Presently, worker orientation consists mainly of the use of visual aids such as salesmate and movie projector. The farm labor office tries to maintain a library covering all crops that it expects to be recruiting for the near future.

Sponsors: Farm Labor Service and local growers cooperate in a joint effort.

Source of Funds or training aids: Ordinarily, the Farm Labor Service has the necessary equipment and materials for training. However, growers sometimes have films or visual aids which pertain to the crops for which they are recruiting.

Who was trained: Unemployed agricultural workers, mostly Mexican-American or Green Cards. This requires training aids in both Spanish and English with most of the training done in Spanish.

Instructors: Farm Labor Office staff.

Procedure followed to set up program:

1. Publicity is placed in local newspapers, radio stations, and television for recruiting purposes.
2. Blackboards and posters in the local office and various surrounding areas are also utilized.

3. Interested workers are then signed up and scheduled for orientation and familiarization.

Classes: Groups of workers are shown a salesmate or film. This is followed by a question and answer period. Those who are interested and feel they can do the job are then recruited and referred.

Special problems: Ordinarily an orientation program such as this on an informal basis presents no problem other than having qualified interviewers to operate the equipment and answer pertinent questions.

Comments: Plans are to continue this procedure when recruitment is necessary for agricultural labor needs especially when crops are of a nature that is unfamiliar to local workers. One additional aid would be handouts which show working conditions, housing and procedures common to the area in which the crop is located.

GROWER ORIENTATION ON WORKER RECRUITMENT AND RETENTION

Type of program: To instruct grower commodity groups on the recruitment and retention of employees.

Objective: To alleviate anticipated labor shortages and teach employers to plan labor needs before start of crop or activity.

Sponsors of class: San Marcos Farm Labor Office.

Who was trained: Farm employers farm managers and supervisors in the following commodities: Avocado, citrus, miscellaneous vegetables, horticulture and poultry.

Instructors: San Marcos Farm Labor Office staff.

Procedure followed to set up program:

1. Publicity
2. Formation of groups through personal contact.
3. Coordination of groups, luncheons and evening meetings.

Classes: Usually three meetings--attendance 10-25 per class.

USE OF TRAINING AIDS IN WORKER ORIENTATION

Type of program: Use of 16mm films in training workers for berry, citrus, lemon, oranges and tomato harvest activities.

Objective: To help orient workers before job referrals and stabilize work force.

Sponsor: San Marcos Farm Labor Office.

Who was trained: Men, women and youth applicants prior to referral and placement.

Instructors: Farm Labor Office personnel

Procedure followed to set up program:

1. Publicity
2. Recruitment
3. Orientation
4. Referral and placement

Classes: Given continuously in office when sufficient number of applicants available, usually 5- to 20-in attendance.

Results: Overall good results; also helped weed out some workers who refused job referrals after viewing films, stating work looked too hard.

SPECIALIZED JOB ORIENTATION

Type of program: Turkey processing job orientation.

Why set up: To give prospective employees description of duties performed on job and a resume of procedures for a basic knowledge of all employment factors regarding hours, wages, transportation, length of job, and qualifications for employment.

Sponsor: Barstow Farm Labor Office and the Stoddard Jess Ranch.

Who was oriented: All interested, qualified prospective applicants for this work.

Source of equipment: Films taken at the Jess Ranch during "on the job" work. This was done with the use of a Salesmate provided by the Barstow FLO. Working rules, instruction manuals and bulletins furnished by the Barstow Farm Labor Office.

Procedure:

1. Discussed Farm Labor Office's role in training and orientation of prospective employees with representatives of Jess Ranch.
2. Orientation of those seeking this employment.
3. Screening of applicants before referral.
4. Applicants referred to Jess Ranch Personnel Department for hire.

Number recruited: 50 applicants in Barstow; 25 applicants in Victorville and 30 applicants by individual sessions.

Special problems: Because of the very nature of this work and the type of employees, a constant vigil had to be kept during the season to match employees to the job and the need of the employer for the correct applicant.

Results and future plans: Close to 60 hires were made as a result of this action with another additional 65 employed as fluctuating circumstances made this necessary. Many of the starting workers employed from FLO referrals progressed to higher salaried work on this ranch. Indications are that the Jess Ranch will again use this training and orientation program in the future.